

Level 3 Competencies

Instructions

These Job Qualification Performance Requirements must be performed under the direction of a Mentor or Coach. The purpose of these activities is to verify your ability to correctly perform and verbally explain the required job functions of an I/S Project Manager on a project that is of very large scale and complexity. The Level 3 standard requires you to independently perform the job functions at the stated level of performance. The setting will be your normal work area.

NOTE: Actions Do NOT need to be accomplished in any particular order, i.e., 1, 2, 3... and so forth.

Critical Work Function	Item Number	Competency	Performance Criteria
CWF1: Initiate, scope, and plan project			
	PM3.1.1	Competency	Identify stakeholders, their objectives and gain their approval for the scope of work
	PM3.1.2	Competency	Write a high level scope of work including justification, product description, major deliverables, success criteria, high-level time and cost estimates, assumptions, and constraints
	PM3.1.3	Competency	Refine business, functional and technical requirements with project stakeholders
	PM3.1.4	Competency	Create work breakdown structure (WBS) for the approved scope of work
	PM3.1.5	Competency	Identify the legal and contractual constraints on the scope of work
	PM3.1.6	Competency	Determine measures to track project progress and quality of work
	PM3.1.7	Competency	Develop method and procedures to handle changes to the scope of work
CWF2: Develop project schedule			
	PM3.2.1	Competency	Break down the tasks in the WBS into task elements in order to estimate time and cost requirements
	PM3.2.2	Competency	Sequence task elements and identify dependencies, milestones and critical path
	PM3.2.3	Competency	Estimate the duration and effort for each task element and create a task calendar
	PM3.2.4	Competency	Gain support from team members and stakeholders for the task elements and calendar
	PM3.2.5	Competency	Using WBS, task elements and calendar, estimate resource requirements including people, equipment, facilities, raw materials, and information
	PM3.2.6	Competency	Adjust task calendar based upon team member and stakeholder input and approval
	PM3.2.7	Competency	Create charts, diagrams, and documentation that includes quality criteria for each stage gate to communicate and manage the project

CWF3: Determine Project Cost			
	PM3.3.1	Competency	Using the estimated resource requirements and task calendar, estimate person hours and the cost for each element of the WBS
	PM3.3.2	Competency	Identify skill requirements, sources (internal and external), and evaluate availability of personnel for each WBS
	PM3.3.3	Competency	Identify positions and write/approve descriptions of duties and responsibilities for all WBS activities
	PM3.3.4	Competency	Identify costs for equipment, facilities, raw materials, and information for the resources included in the task calendar
	PM3.3.5	Competency	Create, review, and approve budget for each project phase, including alternate views, that is required to fund all resources identified in the task calendar
	PM3.3.6	Competency	Review budget with team members and stakeholders and obtain approval
CWF4: Acquire Resources			
	PM3.4.1	Competency	Review and reach "make or buy decisions" with team members and stakeholders
	PM3.4.2	Competency	Define, review, and approve “buy” requirements and vendor selection criteria
	PM3.4.3	Competency	Recruit (internal and external) personnel for position descriptions
	PM3.4.4	Competency	Solicit and select resources such as vendors, consultants, contractors and outsourcing services
	PM3.4.5	Competency	Interview, negotiate availability, train, and select personnel for position descriptions
	PM3.4.6	Competency	Negotiate and finalize contracts with vendors, consultants, contractors, and outsourcing services and obtain legal review as necessary
	PM3.4.7	Competency	Create organizational chart, list roles, responsibilities and reporting relationships and share with project team members and stakeholders
CWF5:Control Project Changes			
	PM3.5.1	Competency	Monitor and evaluate the project's progress with respect to milestones, budgets and timelines
	PM3.5.2	Competency	Conduct formal project staff reviews to ensure that individuals and teams perform maximally
	PM3.5.3	Competency	Conduct informal reviews of team performance
	PM3.5.4	Competency	Examine, measure or test work products and results against pre-determined quality benchmarks and quality methodology endorsed by organization, including user acceptance testing
	PM3.5.5	Competency	Develop processes for identifying, detecting, documenting, approving and managing changes to project scope, schedule, and cost, including changes to resources, requirements, and configuration
	PM3.5.6	Competency	Implement processes for identifying, detecting, documenting, approving and managing changes to project scope, schedule, and cost, including changes to resources, requirements, and configuration
	PM3.5.7	Competency	Determine need for and enact preventative and corrective action to mitigate impact of changes to project scope, schedule and cost

CWF6: Manage Project Risk			
	PM3.6.1	Competency	Identify risk factors (external threats and internal vulnerabilities), their probability of occurrence, and analyze their impact
	PM3.6.2	Competency	Develop contingency plans for each risk including alternative actions and time and cost impact
	PM3.6.3	Competency	Implement contingency plans for each risk
	PM3.6.4	Competency	Monitor risks that could adversely affect project's progress and quality of work products
	PM3.6.5	Competency	Determine a method to track each risk and update changes in the character or probability of the risks
	PM3.6.6	Competency	Select, gain support from team members and stakeholders, and implement strategies to manage risk
CWF7:Execute and Close Project			
	PM3.7.1	Competency	Manage the relationship with the client and stakeholders
	PM3.7.2	Competency	Administer vendor, consultant, and outsourcing service contracts and oversee their performance
	PM3.7.3	Competency	Provide feedback to team members and stakeholders about progress and performance
	PM3.7.4	Competency	Manage issues (e.g., use of issue log) and take corrective action when team members fail to meet deadlines, remain within budget, or perform at the required standard
	PM3.7.5	Competency	Perform administrative closure activities, including project documentation, write methods and procedures manuals, formal sign-off, turning over project to operations and maintenance, make team members available to other projects, and project close-out
	PM3.7.6	Competency	Distribute project performance reports and information to stakeholders, customers, and team members in a timely manner
	PM3.7.7	Competency	Review and approve attainment of project milestones